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THE
BUSINESSLIKE APPROACH
TO
SMALL-SHOP WORK ORDERS

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THE

BUSINESSLIKE APPROACH

TO

SMALL-SHOP WORK ORDERS

© BY C. LYNCH, DIRECTOR
MONTANA AERONAUTICS COMMISSION
SEPTEMBER 1969

FORWARD

IT HAS BEEN SAID, "A MAN'S GREATEST MISTAKE IS TO BELIEVE THAT HE IS WORKING FOR SOMEONE ELSE". AN EVEN GREATER MISTAKE MAY BE THAT HE IS ACTUALLY WORKING AGAINST HIMSELF.

THERE IS A STRONG POSSIBILITY THAT THE "TRANSIENT" ASPECT OF AVIATION SHOP BUSINESS INDICATES IT IS APPROPRIATE HERE TO CONSIDER "THE BUSINESSLIKE APPROACH TO SMALL SHOP WORK ORDERS".

LET'S START BY CHECKING WEBSTER:

> BUSI'NESS·LIKE' CHARACTERIZED BY OR EXHIBITING QUALITIES, AS EFFICIENCY, PRACTICALITY, CONCISENESS, DIRECTNESS OF MANNER,OR SYSTEMATIC METHODS, SUCH AS ARE ADVANTAGEOUS IN BUSINESS; HENCE, PRATICAL; THOROUGH.

C Lynch

CHARLES A. LYNCH

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THE BUSINESSLIKE APPROACH TO SMALL-SHOP WORK ORDERS

Much has been said over the years on the "businesslike" approach to this or that, generally directed at the smaller operations in any and all industries. For a very practical purpose in discussing the businesslike approach to small-shop work orders, we must begin by making a number of concessions in order to narrow the focal point of this particular discussion to work orders, shop orders, job reports, or whatever name they may be called, as it applies to the small general aviation operator's maintenance facility and commercial shop. Let us assume that we will draw the line somewhere between the large shop employing five, six or more licensed aviation mechanics, and the small shop employing four or less licensed aviation mechanics or technicians and apprentice mechanics, and quite frequently not licensed as an FAA approved repair station or licensed in a very restricted category.

Another assumption that we must make is that the shop work itself is technically correct and reflects a goodly knowledge of mechnical expertise and consequently, if fully understood and appreciated by the customer, is accepted as a worth-while job well done.

What does this leave us to discuss at this particular time? Frankly it is some of the most *COMMERCIALLY*

productive shop time that can be incorporated into the total overall maintenance department operation by the small-shop operator. Let's take just a moment to differentiate precisely between the *COMMERCIALLY* productive time, and the *TECHNICALLY* productive shop time previously mentioned.

As far as safety, the customer's need, the shop's reputation for workmanship, the compliance with federal regulation, and the manufacturer's recommended standards, *TECHNICALLY* productive time must come first. Without this aspect being mentioned and taken for granted, there is no point in even discussing a businesslike approach any further.

As far as the operator's permanency in business, his ultimate growth,and his eventual capabilities for production are concerned, the *COMMERCIALLY* productive shop time must come first.

THE PRE-SELLING APPROACH

Advertising, sales brochures, direct mail sales approaches,and all of the various media by which small businessmen hope to improve their business volume, are to no avail on the customer who has done business with your organization once and only once. He elects not to return

mainly due to his failure to understand and appreciate the work that had been done on his aircraft. The advertising and promotion costs are always going to appear on the cost side of the ledger and as long as the shop in question is forced to do business with only new customers time after time, it is always going to be faced with a greater necessity of expenditure for advertising and sales promotion to keep his shop floor busy.

The old customer, who fully understands his work order job report and fully appreciates the time and effort expended on his aircraft, returns again and again and again. He is the customer who definitely reduces the operator's "cost of sales" and therefore minimizes the amount of sales promotion expenses that the small aviation businessman faces.

Why do some not return? Assuming the factors previously stated as to workmanship exist, isn't it that "he _thinks_ he didn't get what he _thought_ he asked for, for what he _thought_ it was worth"? Now ask youself this, did you show him what you did?

Let us analyze. After many explanations of the detail of the work involved and the seriousness for the need of that particular repair item, ask yourself, did he or did he not get all of the work required? Did he or did

PLATE 1

HE *THINKS* HE DIDN'T GET, WHAT HE

THOUGHT HE ASKED FOR, FOR WHAT HE

THOUGHT IT WAS GOING TO COST.

he not ask for it? Before convincing ourselves that we are perfectly in the right and that on this occasion the customer is all wrong, let us go for a minute to the customer level and the customer's point of view. We will take something non-aviation so we more easily place ourselves in the customer's position. We are all aviation men. We do not all own aircraft but all do commercial work on aircraft. Consequently we may not have an easy-to-reach customer point of view relative to aircraft.

Let us take our car instead. Have you ever ordered a grease job, then got a front wheel bearing pack besides and paid for both? Have you ever ordered an oil change with a filter cartridge change and didn't get it because the service station forgot you ordered it, even though you didn't get charged for it? Basically, in monetary value these are very minor items. If it has happened it's not good, but then you are only a little mad inasmuch as it was a small item. Please keep in mind that the degree of "mad" on the part of the customer is always directly proportional to the dollar value of his invoice. If we compound this item twenty times or a hundred times, then we can begin to see the attitude of the abused aviation customer. Though he may only think he is abused,it will in the end involve a substantial amount of your *COMMERCIALLY* productive time. Any work order or job report that takes

up to an hour of the best mechanic's time to explain in detail to the customer after the work order has cleared the office, involves an hour of operating overhead out of the shop's time without any possibility of remuneration. This is a tactical error on the part of the shop and sets the pattern for future losses on repeat business from this customer. The customer merely thinks you are headed for the annual turkey shoot and he's the turkey.

The point is this: A good customer deserves a good job. A good job deserves a good report. A good report deserves payment.

To clarify, let's cite an example of the owner of a retractable gear aircraft who contracts a shop for a one hundred hour inspection. He knows the shop will hoist and run a retraction test on his aircraft. He expects to pay for that part of the total hundred hour inspection because this in reality is a big separate labor item. An item which this particular owner may not be familiar with if he has previously owned and operated fixed landing gear aircraft.

What if the shop finds a very bad tire with chords showing? It is not airworthy. It can't be signed off on a hundred hour inspection as airworthy without being replaced by a new, or at least a different tire. What,

however, will the owner's attitude be if the tire is mounted --- put on the bill --- and theoretically kept a secret until he receives the job report or work order in the mail a week later?

The customer deserves the opportunity to buy, on request, or to say "no". He will appreciate having drawn to his attention malfunctions or wear items, which he was unaware of, in advance of installation. Even if the malfunction has been discussed openly with him and he knows there is a possibility that a certain part,if not repairable, must be replaced. The customer deserves prior notification that upon final inspection it was deemed the replacement would be mandatory.

Why should the shop operator gamble his time? I assure you, the pre-selling approach will cost you less than 10% of the selling time than will have to be spent with the same customer afterwards as you attempt to justify the part or parts in question when they have been previously installed without his knowledge. You may consider a few minutes on the phone as cheap talk at a time like that, but most customers will assure you that it will be some of the most *COMMERCIALLY* productive time you can spend. He will remember the item when he sees it on the invoice and then will think well of the mechanic, who as

a professional, called him. He will however, still demand the full report on the condition of his aircraft. Remember, the good report deserves payment, and that is the essence of *COMMERCIALLY* productive time.

THE TIME RECORDER

I think that it must be conceded, in this day and age, that the mechanical or electric daily time recorder or time clock is an essential "must" in the businesslike operation of any small shop. This particular piece of equipment, though low in cost for the results produced, is an invaluable asset to even as small as the "one man" shop. Customers have been noted to go to the extent of refusing to do business with a shop that does not use some type of time recorder. A recorder clearly establishes in the mind of the customer that the time charged for on his particular work order was actually the time recorded against that work order.

Likewise, with our society being famous since World War II days for the "coffee break", there is no better way to prove to the customer that he is not paying for the shop personnel's coffee break by having the time card rack clearly indicate, through the entries on the daily

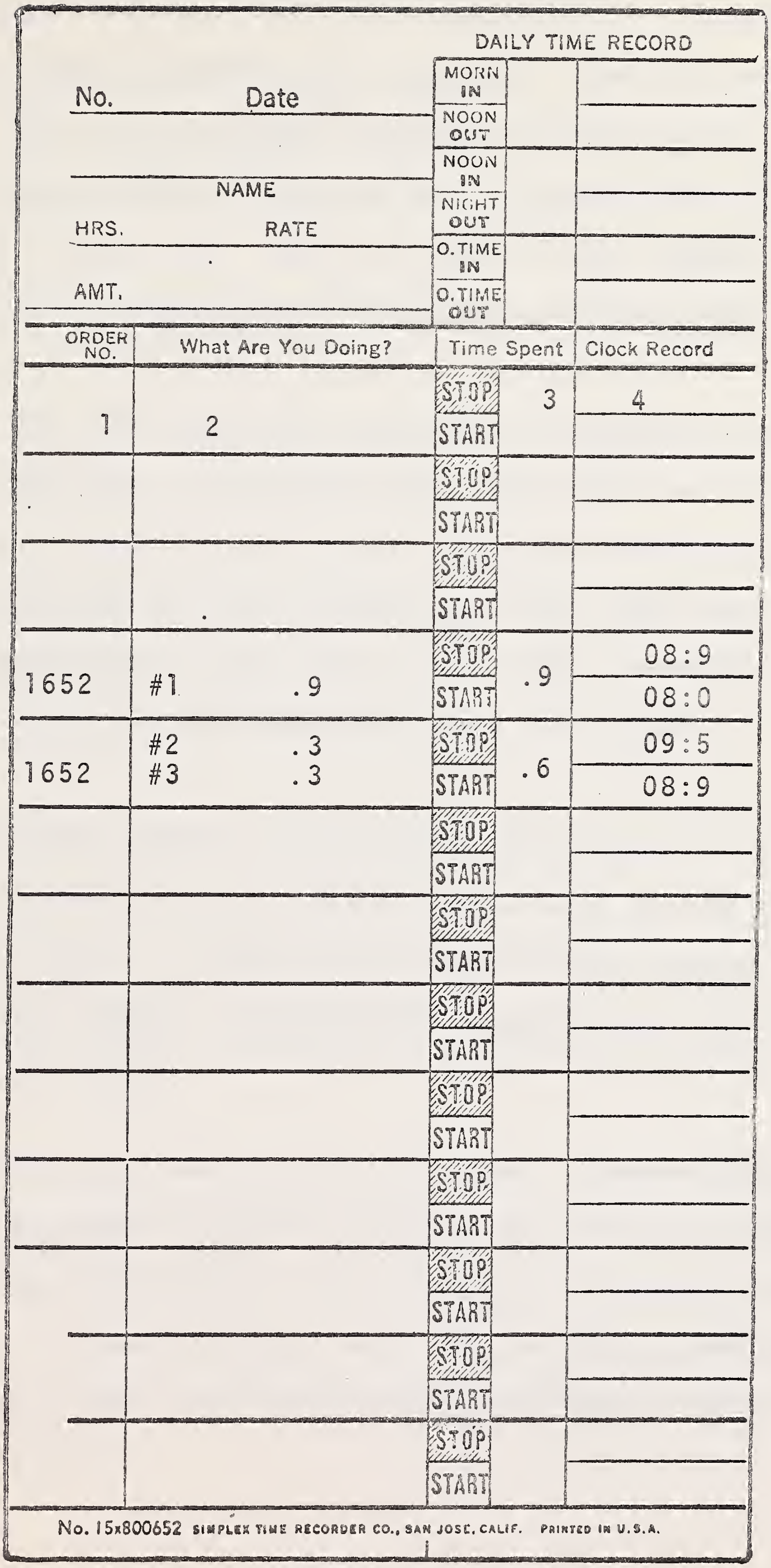
time record, that the mechanics are "clocked out" during the coffee break.

We realize that this limits the small-shop operator to probably not more than seven and one-half hours productive time out of an eight hour day. Frankly, it has been proven time and again that it is much easier to sell a higher hourly shop rate to account for such shop overheads within the operation, than it is to leave the mechanics "clocked in" on the customer's work order during the coffee break. This procedure lets the customer know that when the clock is running on his work order,it is strictly business all the way.

Of particular convenience to both customer and shop operator is the fact that, though Column 1 on the time card (Plate #2.) indicates the customer's work order number the mechanic is working on during that particular period of time, Column 2 provides ample room for various repair item numbers off the work order, with a further breakdown of the total time as recorded in Column 3, to be divided amoung the various elements of the work order itself.

This accounting procedure could readily lend itself,

Plate 2



DAILY TIME RECORD

No. Date

NAME

HRS. RATE

AMT.

MORN IN	
NOON OUT	
NOON IN	
NIGHT OUT	
O.TIME IN	
O.TIME OUT	

ORDER NO.	What Are You Doing?	Time Spent		Clock Record
1	2	STOP START	3	4
		STOP START		
		STOP START		
1652	#1 .9	STOP START	.9	08:9 08:0
1652	#2 .3 #3 .3	STOP START	.6	09:5 08:9
		STOP START		
		STOP START		
		STOP START		
		STOP START		
		STOP START		
		STOP START		
		STOP START		
		STOP START		

No. 15x800652 SIMPLEX TIME RECORDER CO., SAN JOSE, CALIF. PRINTED IN U.S.A.

over an experienced period of a few years, to establish flat rate labor quotations for numerous items of routine repair. This is an entirely different subject and a few thousand words could be said on the practicability of flat rate labor charges for various repair items, however, we will not go into that particular phase at this time.

The prior mentioned time card procedure further permits individual accounting and individual pricing of the various inspection and repair items on the work order. These can be easily cross-checked with the total work order time reflected by the sums of all items appearing in Column 3 chargeable to that particular work order.

An added benefit of the daily time record is an irrefutable permanent record which can be used at any time, even years later, in both labor negotiations and for inspections and reports as frequently required by the U. S. Department of Labor.

Within the industry at this time, I cannot think of a single reasonable argument against the use of the mechanical or electrical daily time recorder in relation to shop operations. Beyond a doubt, this item assists tremendously in establishing the businesslike approach to small-shop work orders.

THE SQUAWK SHEET/WORK ORDER

The next item of major importance is the "squawk" sheet, malfunction report, order for shop services, or whatever other title the form might come under.(Plate #3.)

If this particular form is not a separate piece of paper from the shop work order, I suggest that following each squawk item a line be provided so as to enter the actual repair services completed.

Nine times out of ten the customer tells the mechanic what is wrong with the airplane and not how to fix it. However, the final report to the customer on the work order, filled in by the shop operator, should tell the customer what was done to repair the airplane rather than merely entering a price extension to the"squawk".(Plate 4.) There is nothing more inane, though I have seen it happen, than to enter a certain period of time and a dollars and cents extension to a squawk item that is in reality meaningless.

The customer, in discussing the problem with the mechanic, states that his engine idles rougly and it is contemplated that it is a set of dirty spark plugs. For the mechanic to proceed and price out the squawk is ridiculous, even though it turns out that the fault was dirty

Plate 3

DATE
NAME

ADDRESS

N#
MAKE
MODEL
ENG.
TACHOMETER

ITEM NO.	MALFUNCTION OR NEEDED SERVICE	

DATE PROMISED
HOUR
ORDER TAKEN BY

ORDERED BY
SIG.

PLATE 4

"BUSINESSLIKE" AVIATION SHOP

SERVICE ORDER

ADDRESS Joe Blow

CITY STATE

DATE IN DATE OUT

MAKE	MODEL	SERIAL NO	MOTOR NO	TACHOMETER	LICENSE
Ces	185			✓	9995X

PARTS INVOICES

TOTAL LABOR	15	00
TOTAL MATERIALS		
OIL		
TOTAL		
TOTAL	15	00

OIL

ITEM	DESCRIPTION	AMOUNT	ITEM	DESCRIPTION	AMOUNT
				Idle rough	9.00
				Tail wheel shimmies	6.00
				TOTAL	

1652

spark plugs and that the spark plugs were cleaned. This particular item is one of those typical examples whereby half a dozen different problems might have caused the malfunction. It is well worthwhile, therefore, to enter on the job report, or work order form, exactly what was done to correct the situation and enter the price extension on that item rather than on the squawk item.

When the printed work order form accommodates itself readily to listing the various malfunctions or services needed by the customer, it conceivably can be used. On the other hand, if this causes the shop operation to prepare a completely different set of forms for the report to the customer, then it is suggested that a single form, adapted for listing the particular malfunction or services needed, be developed by the shop. This very important item, in addition to clarifying the date and the hour that the aircraft was received for service, should identify the aircraft or component specifically and should list the proper name of the customer to which the account is to be charged, regardless of who may have ordered the service.

This form in turn should list the various services requested by the customer; the date and hour promised for delivery to the customer in the event that all maintenance procedures are as contemplated during the initiating

phase of the work order; an entry showing by whom the order was taken, and above all, a signature line for the person ordering out the repair service. The signature item is an absolute must to conform to businesslike procedures of this day and age.

The information, contained on the described order for services, constitutes essentially all of the information necessary by which the shop operator can proceed in a businesslike manner to take care of the customer's wants and needs. If during the period of inspection additional malfunctions or damages are detected which require further discussion with the customer, this permits the shop operator to make the proper contact to keep the customer completely advised of additional costs that may be necessary due to various items revealed in the inspection. At the same time, this permits the promised date and hour to be revised as necessary so that the customer is more fully informed as to what the additional repairs will cost in the way of time.

Please remember, that obtaining the customer's prior approval of the work suggested is one of the most essential *COMMERCIALLY* productive time elements that can save untold costs and avoid creating a tremendous handicap on your *TECHNICALLY* productive time.

FINAL REPORT AND BILLING

Assuming that your mechanics are technically professional; that your time recorder is in good operating condition and that you are using it judiciously; that you are checking first with the customer before forcing any mandatory sales upon him and you secure his approval for the various items of installation; there remains only one method by which the the entire operation and "sale" can be "fouled up completely".

This statement is based on the fact that there are two ways to make out the final report: One of which is obviously the culprit. It is entirely possible to rough out the job report on the work order so briefly, lumping the entire labor amount into a single item, as to leave the customer in a complete quandary as to what was actually done. You thereby set him up as an excellent customer for some other shop in the vicinity. (Plate #5.) On the other hand, a completely itemized work order is an important summary section of your shop work order. In addition to your grand total, it should show labor sub-totals, materials sub-totals, oils and accessories sub-totals and any miscellaneous items as a sub-total. (Plate #6.) With the aforementioned time clock method it is not difficult to itemize the individual work accomplished on each repair

PLATE 5

"BUSINESSLIKE"

AVIATION SHOP

SERVICE ORDER

ADDRESS

CITY STATE

DATE IN DATE OUT

MAKE	MODEL	SERIAL NO	MOTOR NO.	TACHOMETER	LICENSE	
C					95 X	

PARTS INVOICES

LABOR	103	50
TOTAL MATERIALS	103	00
OIL	7	80
TOTAL	214	30
TOTAL	214	30

OIL

ITEM	DESCRIPTION	AMOUNT		ITEM	DESCRIPTION	AMOUNT
	100 hr Inspection	103	50			
	Idles rough					
	Throttle Creeps					
	L Exhaust shot					
	Beacon bulb out					
	Change Oil					
					TOTAL	

1653

®

Montana Aeronautics Commission

ADDRESS P. O. Box 1698

CITY Helena, STATE Montana 59601

"BUSINESSLIKE"
AVIATION SHOP

SERVICE ORDER

DATE IN 2/7 DATE OUT 2/9 Noon

MAKE	MODEL	SERIAL NO	MOTOR NO	TACHOMETER	LICENSE
Cessna	185			95.4	9995X

PARTS INVOICES P 2067

TOTAL LABOR	$ 102.50
TOTAL MATERIALS	103.00
OIL	7.80
TOTAL	$ 213.30
TOTAL	$ 213.30

ITEM	DESCRIPTION	AMOUNT
1.	100 hour inspection.	75.00
2.	Adjust idle mixture.	6.00
3.	Adjust throttle mechanism .	3.00
4.	Remove & replace L exhaust stack.	15.50
5.	Replace bulb/lower Beacon.	3.00
6.	Change Oil.	N/C
7.	Clean all windows.	N/C
1653	Total	$ 102.50

OIL

ITEM	DESCRIPTION	AMOUNT
	SEE PARTS INVOICE # P2067	
	Left tire will need replacing	
	within 100 hrs.	
	Left exhaust stack cracked at front	
	and rear flanges (not repairable).	
	TOTAL	

item (not the squawk), and clearly give the customer the entire story of his maintenance order.

Let's touch briefly on the difference between inspection items and repair items. Obviously, most items of inspection constitute three operations: opening, looking and closing. As this applies to a one hundred hour inspection on a standard model aircraft, popular within the industry and in numerous quantities throughout the nation, the process should become one that an almost identical period of labor is taken time after time. This amount of the total operation should be standard and separate from repair items.

With a little experience a shop can readily develop flat-rate charges for "inspection"by keeping some sort of historical record. A record that specifies the time element involved is for the process of "opening, looking and closing".

It is obvious that during the process of looking one is going to see damage, malfunction or occasional needed necessary repairs and this should become a separate repair item.

When the aircraft is brought in for service it is not difficult to impress upon the customer that the

"inspection", relative to the one-hundred hour inspection, is a rather fixed period of time and a fixed amount of money. The customer can also be impressed at that time that the damages, wear items, or malfunctions discovered during the inspection constitute "extra repair labor" within reason.

This in turn, gives the shop operator the opportunity to inject an effective sales technique. You can create a tremendous amount of good will by selecting numerous small items that constitute less than one-tenth of an hour, and list them on the final job report work order as no charge (N/C) items.

The above outlined method of time card accounting on individual repair items, establishes a solid basis by which the small shop operator may reasonably bid competitively, with even the larger shops, on customer repair orders for insurance purposes as may be required by insurance adjusters within the aviation industry.

By establishing bookkeeping methods on a broad range of various repair items, any number can be conveniently fit together to cover the requirements of a particular damaged aircraft so that the total sum of the various re-

pair items can become an actual "bid" to an insurance company for the job required.

This procedure applies itself to engine overhaul as it does to airframe repair. It is quite a standard operation to disassemble and assemble an ordinary operating engine in a rather fixed period of time relative to all engines of that particular make and model. Consequently, the only additive items to the engine overhaul program becomes the necessary engine removal, installation and repair items. This can be clearly established with the customer as to whether replacement or repair is required of the various internal parts.

Additional sales can readily be established at this point. The customer can see that the cost of new items for installation may readily be "eaten up" by the labor cost for repairing the old items. Here again, we can readily establish some of the most *COMMERCIALLY* productive shop time.

To more graphically display the philosophy being herewith presented, let's take a look at a particularly large work order completed on a medium twin aircraft during the latter months of 1965. (Plates #7 and #8.) The work order grosses $1,179.89. Appearing alone on a final

The Montana Aeronautics Commission

ADDRESS P. O. Box 1698

CITY Helena STATE Montana 59601

DATE IN 10/22 AM DATE OUT 10/26 PM

"BUSINESSLIKE"
AVIATION SHOP
SERVICE ORDER

MAKE	MODEL	SERIAL NO	MOTOR NO	TACHOMETER	LICENSE
Beech	Queen Air 65	LC - 140	L-808-44 L-531-44	1726	186M

PARTS INVOICES #14291=$45.45 #16019=$21.70 #16010=$151.72 #16005=$344.77 = $563.64

INVOICES ATTACHED

TOTAL LABOR	
TOTAL MATERIALS	
OIL	
TOTAL	
TOTAL	

OIL

ITEM	DESCRIPTION	AMOUNT
1.	Periodic Inspection & Service completed in accordance with Mfgrs. recommendations. (No Oil Change) Compression Check: L/Eng.#1(70) #2(74) #3(74) #4(72) #5(74) #6(70 R/Eng.#1(76) #2(70) #3(78) #4(76) #5(72) #6(74	$ 285.00
2.	Left inbd flap adjusted to come up snug.	7.50
3.	Replaced brake lining.	11.25
4.	Replaced main tires.	13.50
5.	Replaced broken terminal on R/Prop deicer shoe terminal strip.	1.50
6.	Installed left & right vacuum pumps.	7.50
7.	Rebuilt vacuum regulators.	6.00
8.	Push rod seal leaking in #6 cylinder, R/Eng. & push rod housing holding clip broken. Replaced broken clip and push rod seals.	7.50
9.	LH Vacuum Pump, Model G-455, s/n 15283 tested normal.	3.75
10.	RH Vacuum Pump, Model G-455, s/n 11903 tested normal.	3.75

ITEM	DESCRIPTION	AMOUNT
11.	Balanced all tires.	$ 9.00
12.	Installed 2 complete sets of iridium Spark Plugs.	N/C
13.	Removed, bench checked & replaced voltage regulator.	11.25
14.	Beech Service Bulletin 64-20 not complied wit (Fuel System check valves)No parts available.	-- --
15.	Cleaned & cycled battery as per Sonotone instructions.	11.25
16.	Torqued wing bolts.	3.00
17.	Replaced "O" rings LH main strut assembly.	22.50
18.	Removed L/Eng., #2 exhaust stack, removed broken clamps & installed new clamps on stack, positioned heat muff & reinstalled stack.	7.50
19.	Removed L/Engine generator, found normal. Installed new gasket & crush washer on plug by generator. Put sealer on parting surface of case.	18.75
20.	Note to Customer: L/Engine Alcor probe housing cracked by clamp.	-- --
21.	Complied with Service Letter #63-11 by installing & re-routing fuel drain lines.	33.75
	TOTAL	

Continued next page-----

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Montana Aeronautics Commission

ADDRESS P. O. Box 1698

CITY Helena, STATE Montana 59601

"BUSINESSLIKE"
AVIATION SHOP
SERVICE ORDER

DATE IN 10/22 AM DATE OUT 10/26 PM

MAKE	MODEL	SERIAL NO.	MOTOR NO.	TACHOMETER	LICENSE
Beech	Queen Air 65	LC - 140	L-808-44 L-531-44	1726	186M

PARTS INVOICES #14291=$45.45 #16019=$21.70 #16010=$151.72 #16005=$344.77 Total $563.64

INVOICES ATTACHED

LABOR	$ 616.25
TOTAL MATERIALS	563.64
OIL	
TOTAL	$ 1,179 89
TOTAL	$ 1,179 89

OIL

ITEM	DESCRIPTION	AMOUNT	ITEM	DESCRIPTION	AMOUNT
22.	Replaced L/Eng. #5 rocker drain hose.	$ 1.50.	34.	Installed & wired heater inlet lip Anti-icer kit.	$ 45.00
23.	Replaced L/Eng. Alternate Air Control firewall ball joint fitting.	3.75	35.	Made and installed left main gear brake line.	4.50
24.	Note to Customer: L/Eng. air seals starting to crack & tear.	-- --	36.	Touched up ice damage area on right front nose	N/C
25.	Re-torqued stabilizer main spar bolts. Beech Service Letter 64-34.	10.50			
26.	Cover plate removed right main fuel boost pump tightened, area cleaned. To be watched for sign of leaks.	11.25			
27.	Installed 4 cherry rivets in left flap nacelle fairing.	3.75			
28.	Removed left intensifier tube, R/Eng. and replaced fwd support with 3/16 cherry rivets.	7.50			
29.	RH seat placarded to complete Service Bulletin #14.	N/C			
30.	Removed Flap Motor for repair & reinstalled.	13.50			
31.	Overhauled Beech flap motor, Model 50-364090 s/n 1211.	24.50			
32.	Inspection made as per instructions Beech Service Letter 64-6.	N/C			
33.	Removed 4 Gyro instruments for overhaul and reinstalled.	26.25			
				TOTAL	$ 616.25

1654

job report work order, this figure would no doubt create immediate belligerence on the part of the customer, even though all the work performed was: (1) required for airworthiness; (2) required by the customer, if needed; (3) approved by the customer on individual repair items; (4) was accomplished in a technically professional manner.

It is interesting to note that, though the customer initially ordered out a periodic inspection including the compliance with all manufacturers' service recommendations, the final job report work order lists some thirty four additional repair items necessary to place the aircraft in safe airworthy operating condition.

Very obviously, if the service manger involved declined to devote sufficient time to preparing the final job report, the problem of "selling" would become momentous. On the other hand, the total job report probably took no more than two hours to prepare and those two hours were no doubt recorded on the time recorder against the customer's account, and were therefore *COMMERCIALLY* productive to the shop. The work order itself is so complete it leaves little or no question as to what was accomplished or what the condition of the aircraft was upon accomplishment of the work.

As Invoice #1654 is a large order it is not necessarily typical of the average work order today. It is typical to the degree that it portrays, for the purpose of this article, the business selling aspect involved in a good report factor of the ordinary work order.

The point I want to make is: a comprehensive report on a small work order is as equally important as on an accumulation of small work order items totaling a large amount. It takes little or no imagination to fully understand and appreciate what "post selling" problems would be involved, in this particular work order, had not the customer been approached during the progress of the work order and given the opportunity to say yes or no on some $563 worth of parts.

Worth special notice is the fact that the inspection itself, including the compression checks of both engines, is a reoccurring figure that applies to this make and model aircraft on any particular inspection that it may have throughout the operating year. In addition to this, all of the repair items have been added that this inspection revealed were necessary.

Obviously important are items, such as Nos. 14, 21,

25, 29 and 32, indicating specific compliances with various manufacturers' service letters. There is also included items of service which are either included as a normal charge on some other item, or are small enough to be listed N/C for the benefit of customer relations. Note Item Nos. 12, 29, 32, and 36.

Naturally, of considerable importance to the customer are the informational items such as the compression check on the various cylinders of both engines, plus notations such as Items 9, 10, 14, 18, 19, 20, 24, 26, and 36.

The service manager's time spent on the telephone pre-selling necessary repair items and on the job report work order, itemizing in detail to give the customer as much information as humanly possible, is *COMMERCIALLY* productive time well spent - time which is not written off as "shop overhead" by the shop. The brief description of the various job operations on the shop work order is some of the most *COMMERCIALLY* productive time that can be spent on the aircraft. The mechanics should have no complaint whatsoever if they are being paid to use a pencil instead of a tool.

REVIEW OF PROCEDURES

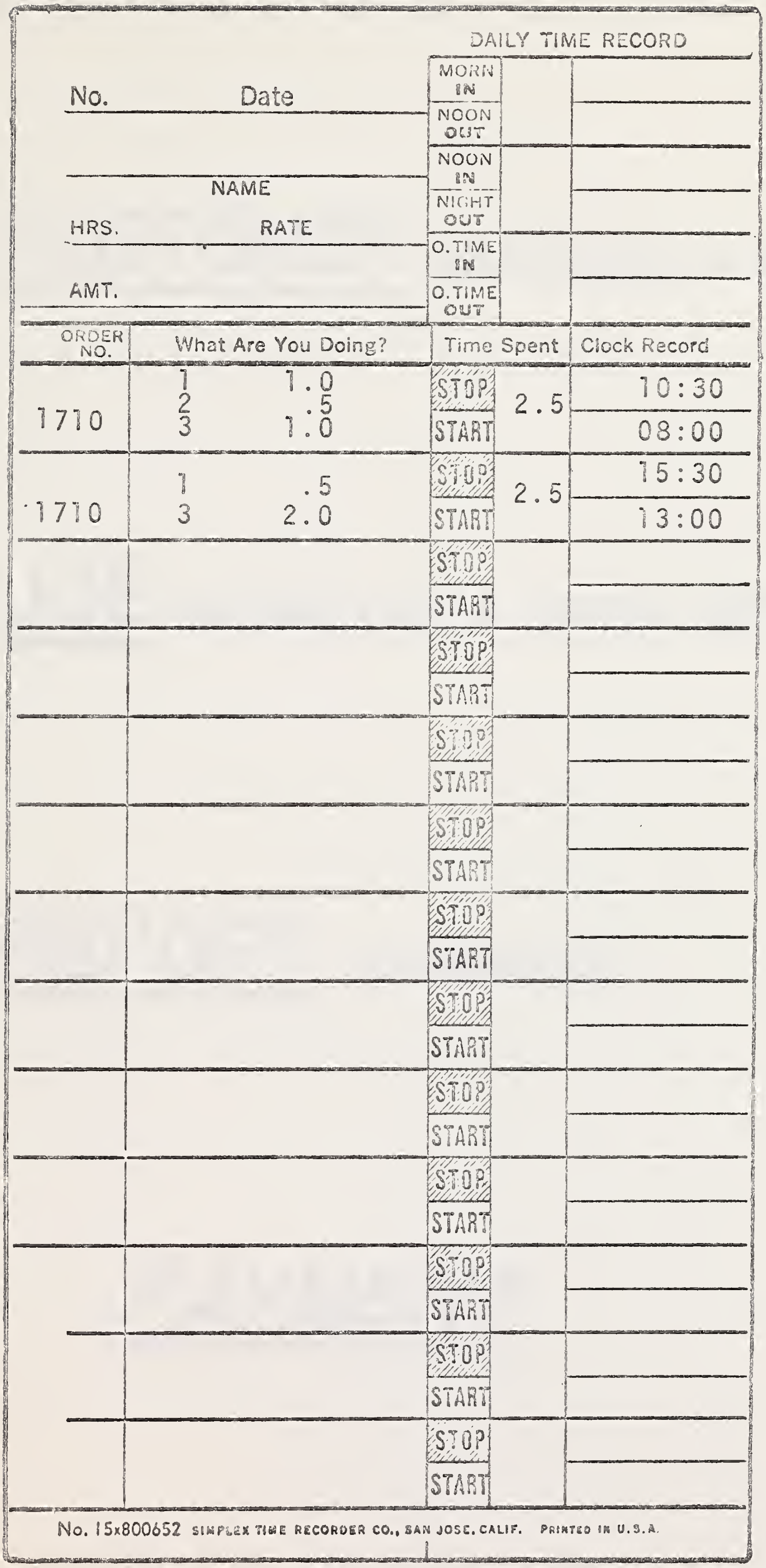
To briefly review the procedures, the individual repair items can easily be broken down and listed in Column 2 of the daily time record. (Plate #9.) Then these items can be posted to the reverse side of the hard copy of the shop work order. After the job has been completed the totals may be individually priced and entered following the appropriate repair item on the face of the shop work order.

The final report and billing to the customer can be prepared from the totalled shop work order.

By consistently practicing these procedures in a "businesslike" manner, the industry may anticipate the repeated opportunity to take care of their regular customer's service work again and again and again.

If this businesslike approach to small shop work orders is worked as diligently as it deserves, the customer will know that he got what he thought he asked for, for what he thought it was going to cost, and the good customer will get the good job, and the job will have a good report, and the good report will be paid.

PLATE 9



No. Date

NAME

HRS. RATE

AMT.

DAILY TIME RECORD

MORN IN		
NOON OUT		
NOON IN		
NIGHT OUT		
O.TIME IN		
O.TIME OUT		

ORDER NO.	What Are You Doing?	Time Spent		Clock Record
1710	1 1.0 2 .5 3 1.0	STOP	2.5	10:30
		START		08:00
1710	1 .5 3 2.0	STOP	2.5	15:30
		START		13:00
		STOP		
		START		
		STOP		
		START		
		STOP		
		START		
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		STOP		
		START		
		STOP		
		START		

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A GOOD CUSTOMER DESERVES A GOOD JOB

A GOOD JOB DESERVES A GOOD REPORT

A GOOD REPORT DESERVES

PAYMENT